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IMPACTOUR
IMproving Sustainable Development Policies and
PrActices to assess, diversify and foster Cultural
TOURism in European regions and areas



D7.3 - White Paper on new ways of leading Cultural
Tourism

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Abstract

The white paper discusses the intersection of Cultural Tourism and topics that emerged during the IMPACTOUR project's lifespan. It showcases innovative approaches to managing Cultural Tourism and emphasizes essential trends related to tools and data. The paper also introduces the IMPACTOUR methodology and tool, which enhances the crucial role of Cultural Tourism stakeholders and offers a forward-looking perspective.

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Project Partners



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Executive Summary

This White Paper addresses a number of key trends and challenges in the Cultural Tourism sector, as Europe slowly emerges from the period of the Covid-19 pandemic. Travel restrictions severely impacted Cultural Tourism destinations, where the whole world went from an ‘over tourism’ condition to a ‘no tourism’ state. The Cultural Tourism ecosystem must be prepared to catch up with the economic recovery, supported by three fundamental pillars, as addressed on the IMPACTOUR Re-Discover Europe Workshop: data, people and technology.

Approximately 40% of all European tourists choose their destination based on cultural offerings, highlighting the significant economic impact of cultural heritage. This leads to significant economic effects and has further strengthened the view of cultural heritage as a strategic resource for its economic impact, but also for its role in creating and enhancing social capital and achieving the goals of smart, sustainable and inclusive growth.

IMPACTOUR project addressed those key changes by creating an innovative and easy-to-use methodology and tool to measure and assess the impact of Cultural Tourism on European economic and social development and to improve Europe’s policies and practices on Cultural Tourism, strengthening its role as a sustainable driving force in the growth and economic development of European regions.

IMPACTOUR project involved a large number of Cultural Tourism Stakeholders grouped over 30 Data Pilots, with distinct characteristics spread around Europe, delivering an innovative methodology and tool (combining data analytics algorithms with artificial intelligence and machine learning strategies) providing Cultural Tourism stakeholders with strategic guidance so that policies and practices on Cultural Tourism can be improved.

The effective use of data is crucial for enhancing the quality of information and communication among stakeholders in the Cultural Tourism ecosystem. A multisectoral and interdisciplinary approach that engages local communities, tourism providers, tourists, and digital platform intermediaries is critical. This approach enables decision-making backed by recorded evidence and analysis of best practices.

Local communities, small and medium enterprises, cooperatives, and cultural and creative industries are critical to promoting people-centric innovation and entrepreneurship in Cultural Tourism. By engaging people from all walks of life, they can reach new markets and create strong emotional bonds based on local cultural roots. The new generation of entrepreneurs should adopt lifelong learning strategies and have access to cutting-edge technologies and deep knowledge. By engaging with and respecting local communities, we can promote social inclusion and cohesion, leading to a shared identity and unity.

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0 Introduction

0.1 IMPACTOUR Project Overview

IMPACTOUR – IMproving Sustainable Development Policies and PrActices to assess, diversify and foster Cultural TOURism in European regions and areas – is a project funded by the H2020 Framework Programme of the European Commission under Grant Agreement 870747 and conducted from January 2020 until December 2022. It engages 12 partners from 10 European countries with a total budget of 2,971,250.00 euro. Further information can be found at www.impactour.eu.

IMPACTOUR project created an innovative and easy-to-use methodology and tool to measure and assess the impact of Cultural Tourism (CT) on European economic and social development and to improve Europe's policies and practices on CT, strengthening its role as a sustainable driving force in the growth and economic development of European regions.

CT has been recognized as one of the drivers of growth, jobs and economic development, as well as intercultural understanding and social development in European regions and urban areas. However, there is still a knowledge gap on methods to measure different types of CT impacts and to assess multilevel and cross-border strategies, policies and practices contribution to sustainable development. IMPACTOUR proposes to bring together CT-related stakeholders and researchers to achieve new approaches taking advantage of the large amounts of information that confront policymakers.

By identifying and comparing quantitative/qualitative pan-European information on CT forms and promotion, and by providing quantifiable evidence of CT strategies and their effect on European regions' development and Europeanisation, IMPACTOUR delivered an innovative methodology and tool (combining data analytics algorithms with artificial intelligence and machine learning strategies) providing CT stakeholders with strategic guidance so that policies and practices on CT can be improved.

IMPACTOUR encompassed a sustainable ecosystem by engaging Cultural Tourism stakeholders and following a participatory approach. IMPACTOUR tools and methods will lead to reinforcing the commitment with European CT, increasing citizens' sense of belonging, valorisation of minority cultures, strengthening of identities and Europeanisation.

IMPACTOUR Methodology was completed and tested with data coming from 30 Data Pilots, with distinct characteristics spread around Europe.

0.2 Deliverable Purpose and Scope

The main purpose of this Deliverable is to relate Cultural Tourism topics with issues raised during the IMPACTOUR project lifetime. It identifies the new ways of leading Cultural Tourism, highlighting the key trends regarding tools and data. It presents the IMPACTOUR project developed methodology and tool, enhancing the fundamental role of Cultural Tourism stakeholders, data gathering and data analytics process.



Figure 0.1 - IMPACTOUR methodology

0.3 Target Audience

The deliverable is public, and is targeted to local communities, national/regional/local government, tour operators, government agencies, non-governmental organizations (NGOs), museums, galleries, heritage sites, local businesses, tourist guides, academics, researchers, and other relevant stakeholders.

0.4 Document Structure

This document has the following sections¹:

- Section 0: Introduction
- Section 1: Tourism, Cultural Tourism and Competitiveness
- Section 2: Towards a new way of leading Cultural Tourism
- Section 3: Evaluation and Assessment
- Section 4: The role of Stakeholders
- Section 5: The Future Vision

0.5 Document Status

This document precedes on IMPACTOUR technical deliverables and is not expected further formal iterations.

¹ Please note that the document structure was made using the word cross reference feature.

1 Tourism, Cultural Tourism and Competitiveness

The travel and tourism sector plays a significant role in the global economy, contributing \$2.8 trillion to the GDP in 2018 and generating \$8.8 trillion including its indirect and induced impacts. It was also the fastest-growing sector in the world in 2018, expanding by 3.9% [1]. Europe accounts for a significant portion of the global tourism (Figure 1.1), with Southern Mediterranean destinations making up 21% of the global international tourist arrivals and 15% of international tourism receipts. The top destinations in Europe include France, Spain, Italy, Germany, and the UK. On average, tourism directly contributes 4.4% of GDP and 6.9% of employment, although there are considerable differences among countries.

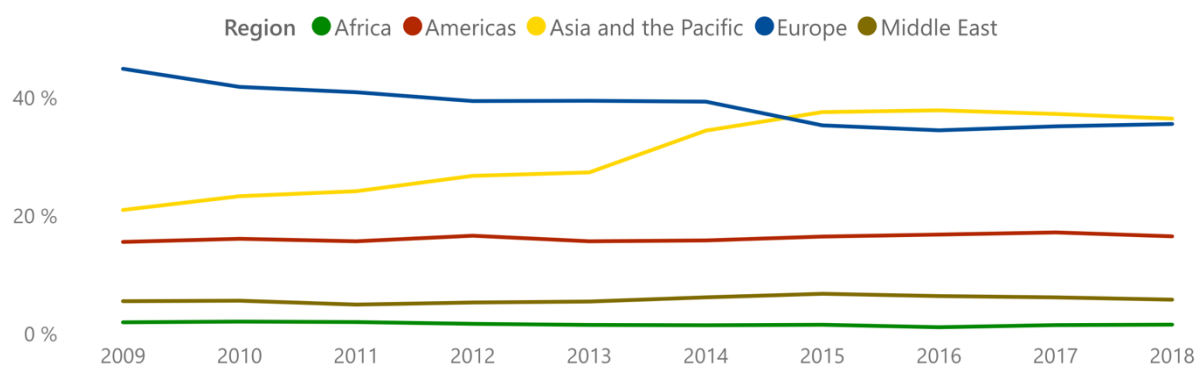


Figure 1.1 – International tourism expenditure (share %)

The COVID-19 pandemic has severely impacted the travel and tourism sector, with a decrease of 22% in Q1 2020 and a decline of 58% to 78% in international tourist arrivals for the year. This has put 100 to 120 million direct tourism jobs at risk.

Cultural tourism, as a sub-sector of tourism, has been defined as a type of tourism where the visitor's main motivation is to learn and experience the cultural attractions and products in a destination. It has developed towards the mass market and comprises several distinct themes such as historic and cultural heritage, arts, gastronomy, film, and music, and tourism based on creative industries. The size of the cultural tourism market is estimated to account for 40% of all international tourism arrivals and is expected to further grow in the coming years [2].

Cultural tourism has the potential to drive growth, jobs, economic development and to substantially reduce seasonality. Cultural tourists are also known to spend more than other tourists, making cultural tourism a significant source of revenue for destinations. However, the economic contribution of cultural tourism can be impacted by factors such as inadequate quality of cultural tourism products and suboptimal policy for pricing cultural tourism products. The demographic, socio-economic, and behavioural characteristics of visitors who travel for cultural tourism are important parameters to consider for the analysis of tourism flows and the management of cultural heritage sites, destinations, and events.

Cultural tourism holds great potential for economic development and job creation, but its impact must be carefully monitored and assessed to inform policy decisions that will best utilize its economic potential. The Cultural Tourism ecosystem must be then prepared to catch up with the economic recovery, supported by three fundamental pillars, as addressed on the IMPACTOUR Re-Discover Europe Workshop: data, people and technology [3].

2 Towards a new way of leading Cultural Tourism

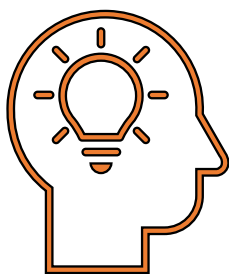
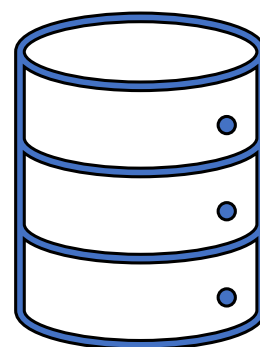
Data plays a crucial role in the development and success of cultural tourism for several reasons:

- **Understanding Tourist Demands:** Data helps in understanding the preferences, behaviours and expectations of tourists who are interested in cultural tourism. This information can be used to tailor products and services that meet the needs of these tourists, which can help to attract and retain them.
- **Destination Planning and Development:** Data can be used to identify cultural tourism resources, such as museums, monuments, festivals, and cultural events, and determine their popularity, attendance, and potential for future development. This information can be used to guide destination planning and development, to ensure that resources are being used effectively and efficiently.
- **Market Segmentation:** Data can be used to identify different market segments within the cultural tourism sector, such as heritage tourists, cultural travelers, and adventure tourists. This information can be used to target marketing and promotional efforts more effectively, and to provide tailored products and services that meet the needs of each segment.
- **Evaluation and Assessment:** Data can be used to measure the impact of cultural tourism on local economies and communities, and to evaluate the effectiveness of cultural tourism development strategies. This information can be used to make informed decisions about the future development of cultural tourism, to ensure that it continues to contribute positively to local communities.

2.1 Key Trends Regarding Data and Tools

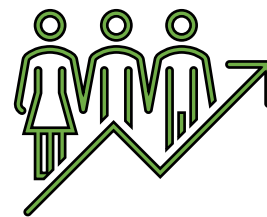
There are three key trends in the field of data analysis and their applications in public policy.

The first trend is **big data**, which refers to extremely large data sets that can be analysed computationally to reveal patterns, trends, and associations [4]. The characteristics of big data include variety, volume, and velocity. Additional characteristics such as volatility, veracity, and value have also been emphasized by some authors. The processing of big data poses several challenges, but it also offers extensive benefits, including social and economic value. The use of big data for public policy is still in its early stages, but it is seen as of strategic importance for the European statistical system.



The second trend described is the rapid development of **intelligence and analytical tools**, including geoinformation and GIS tools, which are particularly important for cultural tourism assessment. Stakeholders in the tourism sector are increasingly looking for user-friendly solutions for data analysis, with Tableau and Microsoft being leading solutions in this field. Simple visualization applications built on open data access to public statistical data are also making a significant impact, such as the Harvard Growth Lab's Atlas of Economic Complexity [5].

The third trend is the inclusion of **data science tools**, particularly predictive analytics, into platforms. Artificial intelligence is seen as having a significant impact on public policies and services, with the potential to free up time for public servants and improve the speed and quality of public services. However, there are also extensive challenges to overcome in this field [6].



2.2 Key Trends Regarding Data and Tools in Cultural Tourism

The tourism industry is heavily reliant on information and is influenced by current trends in data analytics. The increasing use of Information and Communication Technologies (ICTs) and big data analytics is becoming increasingly important as organizations use their information assets to gain a competitive advantage. The use of big data analytics has been shown to improve the understanding of the consumer market and support strategic decision-making. This has led to the concept of "smart tourism," where advanced technologies and data collection from physical infrastructure, social connections, and human sources are used to transform data into improved experiences and business value-propositions.

Smart tourism is based on the concept of "smart destinations", where tourism destinations use ICTs to improve the physical tourism infrastructure. Data generated from smart tourism can support tourism planning and governance, with tourists seen as co-creators of valuable data. The shift in tourism statistics is moving from traditional surveys to big data sources, with big data expected to eventually become the main source of information for tourism statistics.

The benefits of using big data for tourism statistics include the immense volume of information, real-time synchronisation, and granularity. However, there are also challenges, such as potential problems with the alignment of concepts and definitions and issues around objectivity, independence, and trust by users. Potential big data sources for tourism include social media, travel reviews, and location-based data. The potential of open data is also becoming increasingly important, with open data seen as a means of enhancing tourist experiences.

2.3 Emerging Tools for Cultural Tourism Impact Assessment

2.3.1 Mobile positioning data

Information and communication technology have enabled the collection of data on tourists and their behaviour through the widespread use of mobile phones. Mobile phones, especially smartphones, have various sensors that can be used to gather information, but most studies are limited in time and space. The main source of data is **mobile positioning data** (MPD) which is collected automatically by mobile network operators and includes the time and location of mobile phone events. Mobile positioning data can be obtained through passive means, which is the majority of mobile phone tracking studies in tourism research. Passive MPD is valuable in analysing human mobility in time, space, and frequency of trips and can be used to describe different forms of temporary mobility including tourism [7].

Despite its potential advantages over traditional data sets, mobile positioning data also has several limitations, including differences in phone use patterns, lack of qualitative information, and difficulties in access to data due to international regulations and network operators' reluctance to provide the data for privacy and confidentiality reasons.

2.3.2 World Wide Web Data

Online big data sources (**World Wide Web Data**) have surfaced in the recent years as a source with a lot of promise for tourism research and evaluation. Whereas satellite imagery or mobile phone data are relatively well-defined as data sources, big data generated from Internet users' online activities constitute more of a mixed basket, including data from various social media sites, online searches, website traffic, online booking and review sites, and so on. A general common denominator of such data is that they are disseminated throughout the Internet. Further, most data collected comes from text messages, images, video or searches voluntarily submitted by persons. Against this background, the following section explores which kind of online data could be collected, analysed and processed into (statistical) information that will be useful for tourism policy purposes.

Geotagged data from social networks (**Social Media Data**) such as Twitter, Foursquare, Flickr, and Instagram have become a valuable source of information on human movement over the past decade [8]. Studies in tourism have utilized this data to estimate the number of inbound tourists and profile travellers based on their country of residence, interests, and other tourist attractions visited. Previous studies have successfully used Flickr photo data to quantify visits to tourist sites, predict tourism demand, and extract trend and seasonal patterns. The analysis of textual metadata on Flickr photos can also give valuable information on tourist interests and activities. In addition, Twitter messages with photo attachments, spatial coordinates, hashtags, and social links have also been used to assess users' mobility patterns, trip purposes, and engagement with specific tourism sites. The analysis of Twitter data has shown the potential to assess spatiotemporal fluctuations in mobility, identify popular times for visiting sites, and plan potential attractions.

Tourists are increasingly using online sources, such as search engines and websites, to plan their trips. Big data from online searches (**Web Traffic and Search Data**) is used to measure and forecast tourism arrivals [9]. The World Economic Forum's Travel and Tourism Competitiveness Index includes a "digital demand" indicator that measures tourists' interest in a country's cultural resources based on the number of related online searches. In addition to search engines, website traffic can also be used for forecasting tourist demand. Previous studies have used website traffic data on Google Analytics for predicting tourism arrivals and Google Trends to predict numbers of visitors to specific tourist attractions such as museums. Similarly, the potential of big data from Wikipedia page views is being actively explored as a source of data on tourism flows.

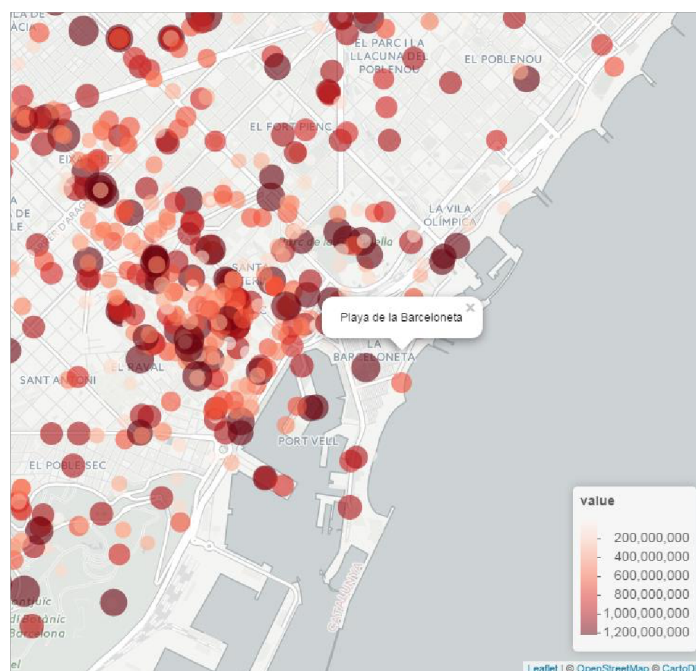


Figure 2.1 – Interactive map of Barcelona’s Points of Interest, based on Wikipedia data [10]

The growth in **online travel reviews** (OTR) is significant in the field of tourism and hospitality [11]. These user-generated data from OTRs are used to study the image of tourism destinations. For example, Roig and Clavé analysed more than 100,000 travel blog posts and online travel reviews to study the image of Barcelona and found recurring problems and discrepancies between the city's branding and visitors' perceptions [12]. Another study by Tilly and colleagues supports the use of online travel reviews as a source of macro-level information on the spatio-temporal distribution of tourism and found that the information quality has greatly improved over time and is highly correlated with official statistical sources [13].

2.3.3 Data on Sharing and Collaborative Economy

The collaborative economy has greatly impacted cultural tourism, with the sharing and collaborative economy being used interchangeably. The collaborative economy involves service providers who share assets, resources, time, and/or skills, users of these services, and intermediaries that connect providers with users. The growth of the collaborative economy has been notable in transportation and accommodation with a projected 31% annual growth rate for the global peer-to-peer accommodation economy between 2013 and 2025. Despite the impact of the collaborative economy, comprehensive data on its effect on tourism is limited and nuanced understandings of it and its relationship with tourism remains a challenge. It is seen as a potential contributor to the Sustainable Development Goals (SDG), but critical questions have been raised about whether it is in the public interest and its regulation. Data from collaborative platforms like Airbnb and Tripadvisor can be a useful source of information on occupancy rates, average prices per night, customer ratings, and more, but access to this data may be limited. Third-party companies like AirDNA collect data from public websites to estimate Airbnb activities. Other collaborative economy practices like car sharing or short-term car rental services have potential to provide useful data on tourist mobility, but accessing proprietary data may be difficult.

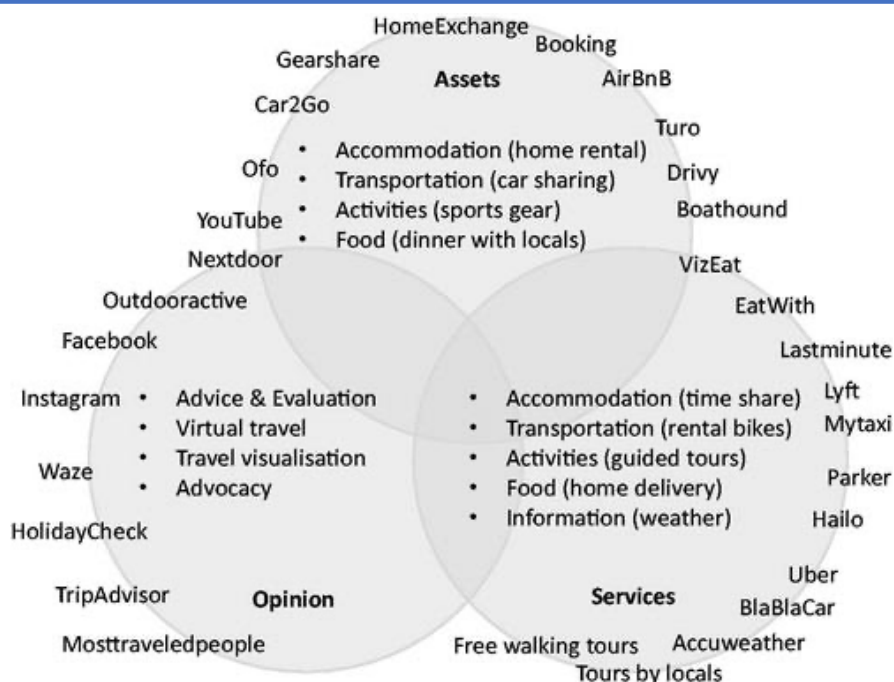


Figure 2.2 – The sharing economy and its building blocks [14]

2.3.4 Passenger Data

Passenger data is information about individuals' movements to, from, and within a geographic location. There are big data sources for analysing passenger traffic flows, including tourist flows, such as road sensors, taxi GPS logs, online traffic and navigation services, and pedestrian monitoring systems. An example of a pedestrian monitoring system is the Smart Heritage City project in which cameras were used to record the regular patterns of tourist movement and occupancy levels of sites in the Historic City of Ávila [15]. The gathered data was used to provide city managers with 2-D and 3-D visualizations to identify overcrowded sites and to develop smartphone applications for tourists. However, a common difficulty is that it is often difficult to distinguish between local and tourist traffic. To overcome this, data from road sensors can be complemented with computer vision from traffic control cameras and CCTV surveillance cameras in parking lots to analyse license plates and the size and type of vehicles. Other data sources, such as aviation data and public travel data sources, may also be relevant in analysing passenger traffic connections.

3 Evaluation and Assessment

In the previous chapter, a wide range of emerging tools were identified for assessing the impact of cultural tourism, providing a general overview of the various possibilities available. However, several limitations were identified in [18], which were further examined during the IMPACTOUR pilots. The findings indicated that while a number of the innovative data sources and tools have the potential to be useful for evaluating the cultural, social, economic, and environmental impacts of cultural tourism, certain data sets are not readily available at the regional level. Additionally, some of the tools require advanced data science expertise that is not currently available, while others are more applicable to the tourism sector as a whole rather than specifically to cultural tourism (as discussed in [19]).

Evaluation and Assessment is important in cultural tourism for several reasons:

- To understand the impact of cultural tourism on the host community: Cultural tourism can bring economic benefits to a community, but it can also have negative impacts such as overcrowding and strain on local resources. Assessment helps to understand the positive and negative effects of cultural tourism and identify ways to mitigate any negative impacts.
- To monitor and evaluate the effectiveness of cultural tourism initiatives: By monitoring and evaluating the results of cultural tourism initiatives, such as the development of new attractions or the implementation of cultural heritage preservation programs, it is possible to assess their effectiveness and identify areas for improvement.
- To plan for sustainable cultural tourism development: Assessment helps in developing sustainable cultural tourism initiatives by taking into account the capacities and needs of the host community, as well as the potential impact on the environment and cultural heritage.
- To allocate resources efficiently: Assessment provides information on the demand for cultural tourism and the most popular destinations, allowing for the efficient allocation of resources and the development of targeted marketing and tourism development initiatives.
- To ensure the preservation of cultural heritage: Cultural heritage is an important aspect of cultural tourism, and assessment helps to ensure that cultural heritage is being conserved and managed in a sustainable manner. This is important for preserving cultural heritage for future generations and maintaining its authenticity for tourists.



3.1 The IMPACTOUR Methodology and Tool

Any assessment methodology needs a list of indicators to help stakeholders and destination managers measuring the impact that cultural tourism has or may have on their local sites. Establishing a set of useful, usable and understandable set of criteria and indicators following a clear metrics system, will be essential to compare different cases in similar contexts with the same form of cultural tourism. Several world-wide tourism institutions consider distinct analysis impact domains in their indicator systems, as presented in table 7.1.

Table 3.1 – Summary of how existing indicator systems tackle the different domains [16]

Source	Analysis domains						
	Characterization (or management)	Resilience	Environment	Economic	Socio-economic	Social & Cultural (together)	Cultural (separated to social)
UNWTO	X	X	X	X		X	
ETIS	X		X	X		X	
SIROCCO	X		X	X		X	
CO-EVOLVE	X		X	X		X	
MITOMED+		X	X	X		X	
GSTC D-C	X		X		X		X
IMPACTOUR	X	X	X	X	X		X

Dealing with the particular field of Cultural Tourism the IMPACTOUR project proposed a modified set of domain indicators to tackle the Cultural Tourism filed:

- **Characterisation indicators:** Embrace the overall site context indicators that will help understand the site. Those related to comparison criteria, which will help us to discover the relevant issues in each site. General management indicators are also part of this first characterization list of indicators.
- **Resilience indicators:** Related to tourism management when destinations face or may face a crisis (whoever or whatever the source of the crisis is) that produces an adverse change in the circumstances of the site, and therefore directly impacts on the cultural tourism trends; how these crises are measured and how the site's resilience can be measured via indicators.
- **Impact indicators:** Indicators per impact domain. They help understand the need for measuring one or more aspects. We will define the list of impact indicators to be measured in the next steps of the project (the comparative assessment with DIPs). Also, inter-relations between indicator Domains are meaningful. The four domains are:
 - Cultural domain;
 - Social domain;
 - Economic domain;
 - Environmental domain.

The IMPACTOUR Methodology embodies step-based guidance in the decision-making process that tourism destinations deal with in the selection of the most suitable development Strategies for CT in their site. It was conceived as an operational and user-oriented step-by step method to ensure replication beyond the IMPACTOUR Community.



Figure 3.1 – Step-based approach of the IMPACTOUR Methodology [17]

Understanding the generic context of the Cultural Tourism sites (urban, rural, natural or itinerary) plus their main Strategic Objectives when facing any transition in Cultural Tourism management, IMPACTOUR Tool will provide them with a set of Strategies and Actions that they can follow.

The IMPACTOUR Tool provides a set of decision support tools for Cultural Tourism stakeholders and pilot and site managers. Users can input and visualize their data, access the Decision Support System and follow the impact of their Actions through the KPIs Graphic Representation or using the Visual analytics Tool (Figure 3.2).

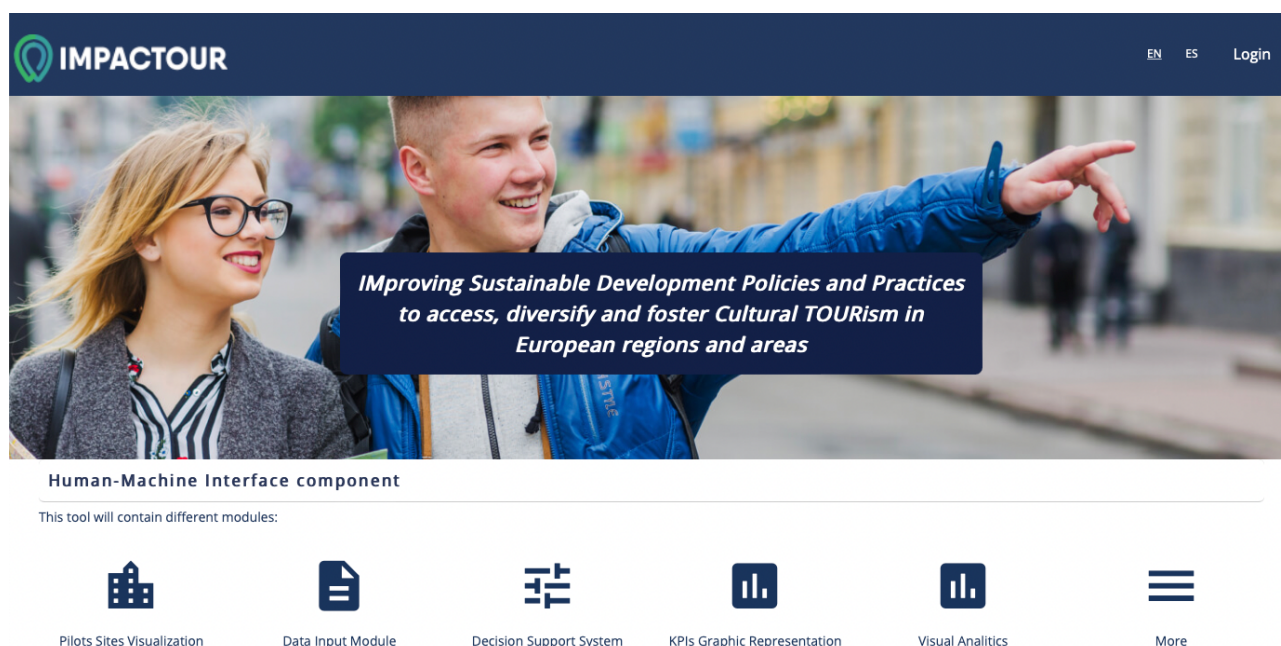


Figure 3.2 – IMPACTOUR Tool front web page

Each user must categorize its own site (urban, rural, natural or itinerary) and also indicate the main type of local cultural activity along with the cultural activity impact. After selecting, and prioritizing, a set of objectives for its site (cultural, social, economic, environmental), the user will be presented with a list of strategies more suitable to his site. After the user chooses the most suitable ones, the IMPACTOUR Tool will display a set of Actions that can be pursued in order to achieve the previously chosen strategies and objectives.

To explore the impact of the adopted Strategies and Actions, evaluating how those Actions are having a positive or negative impact on the performance of sustainable CT development is mandatory. For that a complete set of Key Performance Indicators (KPIs) was developed and adopted (going beyond the usual indicator systems) comprising **12 Characterization Indicators, 4 Resilience Indicators, 8 Social Indicators, 7 Cultural Indicators, 5 Environmental Indicators, and 10 Economic Indicators**. The complete list of IMPACTOUR Indicators can be found in [16].

To compute these Key Performance Indicators data is needed. Good quality data is actually needed to assess the impact of the adopted Actions and Strategies in Cultural Tourism development. No accurate assessment can be made without data. In order to compute the 41 IMPACTOUR Key Performance Indicators 110 data elements are needed.

4 The role of Stakeholders

Stakeholders (Tourists/Travelers, Local communities, National/Regional/Local government, Tour operators, Government agencies, Non-governmental organizations, Museums, galleries, and heritage sites, Local businesses, Tourist guides, Transport providers, Mobile Phone Operators, or Academics and researchers) are important in cultural tourism data gathering process because they have access to primary information, thus they can provide support and collaboration while managing and operating Decision Support System's tools, contributing to the sustainability of the local Cultural Tourism.

Stakeholders can gather cultural tourism data (either manual or automatically) using a variety of ways, including:

- Surveys and Interviews, providing valuable insights into the needs and expectations of visitors.
- Cultural Asset Mapping, identifying, mapping and characterising local cultural assets.
- Tourism Statistics and Data related to tourism in the destination, such as the number of visitors, their spending habits, and their satisfaction levels.

In order to successful use Cultural Tourism Decision Support System's tools, it is important to gather data about the interests, needs, and preferences of visitors as well as the cultural resources available at the destination. Stakeholders can contribute to this data gathering process in a number of ways:

- Providing insights about cultural resources: Stakeholders such as local residents, cultural institutions, municipalities, or historical societies have valuable knowledge about the cultural resources available at the destination. They can provide insights about the history, traditions, and cultural events that visitors may find interesting.
- Collecting data about visitor preferences: Stakeholders such as tourism businesses, tour operators, or even mobile phone operators can collect data about visitor preferences through surveys, focus groups, and other forms of market research or data gathering.
- Monitoring visitor behaviour: Stakeholders such as tourism businesses and attractions can use data from visitor behaviour, such as ticket sales and visitor numbers, to understand which cultural tourism experiences are most popular and adjust their offerings accordingly.

Stakeholders play a critical role in data gathering for cultural tourism initiatives, and their input and insights can help to ensure that cultural tourism experiences are engaging, informative, and enjoyable for visitors. IMPACTOUR project gathered a large number of stakeholders grouped around 30 Data Pilots, with distinct characteristics spread around Europe (<https://www.impactour.eu/>).

The involvement of stakeholders in the IMPACTOUR data gathering information process was essential to access relevant data sources, maximise the quality of gathered information and identifying the best practices and roles that involved actors play in the development of cultural tourism strategies. However, in order to be effective and motivated, their commitment must include a human dimension highly related to the governance of the projects they are involved.

5 The Future Vision

Digital transformation is the basis for a new diversity paradigm, where new offers and markets will come into place. Cultural Tourism new markets and new tourist profiles will undoubtedly consider new indicators where quality outperforms quantity. Often forgotten, accessibility issues will provide huge benefits for the Cultural Tourism ecosystem.

In Europe, culture plays a vital role in sustainable development as it is both a driver and an enabler of it. The region's cultural richness is particularly significant for global and local ecosystems, making it an invaluable resource for sustainable development in education, the economy, and tourism. As local communities are the primary beneficiaries of sustainable Cultural Tourism, it is of utmost important to develop their sense of natural and cultural pride, being themselves, not copying others.

The effective use of data is essential for enhancing the quality of information and communication among stakeholders in the Cultural Tourism ecosystem. Leveraging "smart" data has become a crucial element in the transition towards a collaborative economy framework. Adopting a multisectoral and interdisciplinary approach that engages local communities, tourism providers, visitors, and digital platform intermediaries is critical. This approach enables decision-making that is backed by recorded evidence and analysis of best practices, as envisaged by the IMPACTOUR methodology and tool.

Local communities, SMEs, cooperatives, and CCIs are critical to promoting people-centric innovation and entrepreneurship in Cultural Tourism. By engaging people from all walks of life, they can reach new markets and create strong emotional bonds based on local cultural roots. The new generation of entrepreneurs should adopt lifelong learning strategies and have access to cutting-edge technologies and deep knowledge. By engaging with and respecting local communities, we can promote social inclusion and cohesion, leading to a shared identity and unity.

Annex A: List of Acronyms/Abbreviations

Acronym/ Abbreviation	Description
CCI	Cultural and Creative Industries
CCTV	Closed-Circuit Television
CT	Cultural Tourism
ICT	Information and Communication Technologies
KPI	Key Performance Indicators
MPD	Mobile Positioning Data
NGO	Non-Governmental Organizations
SDG	Sustainable Development Goals
SME	Small & Medium Enterprises

Annex B: References

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